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20 July 1953

MEMORANDUM FOR: Director of Training
VIA : Deputy Director of Training (General)
FROM : Chief, Junior Officer Training Division
REFERENCE : Paper on "Why Young Men Are Resigning"

The basis of the argument is that first-rate young people

- a. wish to be appreciated
- b. are critical of mistreatment
- c. are accustomed to be challenged
- d. wish stimulating work
- e. can be developed into career people

It is clear that the author is not fully aware of changes that have taken place since he entered the Agency. Like many young men, he is intolerant of the mistakes of others, has little understanding of the growing pains of the Agency, and knows little of the problems of evolving a Career Service.

It would appear that the author of this paper is frustrated by the conditions he has met. Having enthusiasm, ambition, and interest in the Agency, he is making a serious attempt to be constructive as well as air his disappointment. Too much of what he says is true. But as I have studied this paper, I have also questioned the validity of some of its statements and conclusions, for example: a) I am confident that not all

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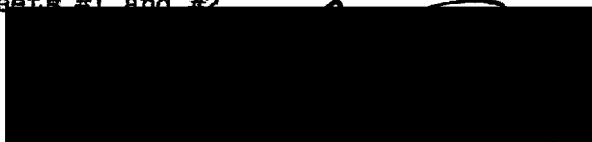
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these men were given misinformation by the recruiters; b) I wonder just how good these men are and how highly motivated. (Some of the returnees I have seen were mediocre, and in this office we have had several disillusioning experiences with men who have taken advantage of the opportunities offered by law to dodge the draft.); c) Just why should a young man be "given a free hand at the operational level"; d) how many of these men would have been good officers in the service? e) Is, indeed, the Agency short-sighted in not arranging that these men be given military credit?

But all of his argument is based on positive answers to these questions. Nevertheless, the situation is not a good one. Even if he may be mistaken in some assumptions, he and his associates need and deserve help. Furthermore, because they appear to be the outspoken kind, prompt action and careful analysis of the individual problem are advisable.

Attached are:

- a. a brief outline of a possible approach to the problem
 - b. some comments on a number of points made in the paper
 - c. a generalization on the problem
 - d. applicant information sheets #1 and #2
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